Communities That Care

Community Planning Training

Drafting a Community Action Plan

Module 7

**Trainer's Guide
(120 minutes)**

Mouse-Click Icon

(for a computer-based presentation)
The mouse-click icon shows you what information will come up on the slide when you click. (Some slides use several clicks.)

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Notes
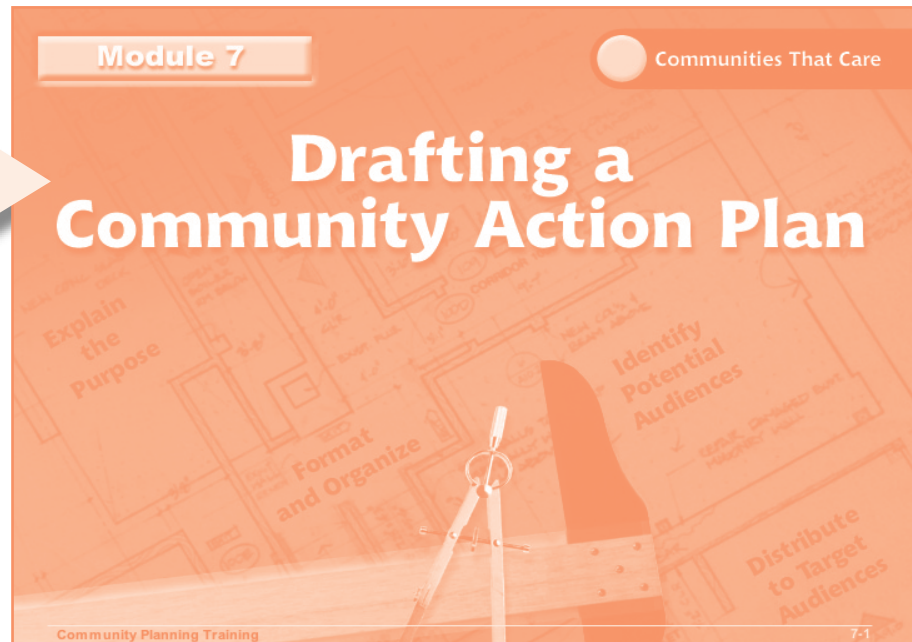
All your hard work drafting outcomes, selecting programs, policies and practices, and recommending systems-change strategies will come together in a Community Action Plan. In this module, we'll discuss how to prepare a Community Action Plan and how to distribute it to various members of the community.

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Phase Four:
Creating a Community Action Plan

Communities That Care

Community Planning Training Day Two: Program Planning

Module 5 **Understanding Program-Level Evaluation**

Milestone: Develop an evaluation plan

Module 6 **Identifying Systems-Change Strategies**

Milestone: Develop implementation plans for each program, policy
or practice selected

Module 7 **Drafting a Community Action Plan** ← WE ARE HERE.

Milestone: Develop a written Community Action Plan

Module 8 **Next Steps**

Milestone: The community is ready to move to Phase Five:
Implementing and Evaluating the Community Action Plan

Community Planning Training 7-2

Notes

Let participants know that this module will address the milestone "Develop a
written Community Action Plan" by covering how participants will organize
and present their plans for addressing the community's problem behaviors
and priority risk and protective factors.

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Module 7 goal

Communities That Care

To prepare participants
to develop and distribute
a Community Action Plan.

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Notes

Review the goal.

Objectives

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Participants will be able to:

1. Explain the purposes of the Community Action Plan.

2. Identify potential audiences and uses of the plan.

3. Format and organize the plan.

4. Distribute the plan to target audiences.

Community Planning Training

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Notes

Review the objectives.

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Notes

Community planning process — Communities That Care

Planning — Vision for healthy youth

Community-level outcomes

Behavior outcomes
- Decrease in problem behaviors

Risk- and protective-factor outcomes
- Increase in protective factors
- Decrease in risk factors

Program-level outcomes

Participant and implementation outcomes
- Changes in participant knowledge, attitudes, skills or behavior
- Program implementation fidelity

Community Planning Training   7-5

Objective 1: Explain the purposes of the Community Action Plan.

Review the slide.

This slide presents an overview of the community planning process. Your Community Action Plan is the culmination of the work you have done throughout the Communities That Care *process. The plan outlines the results of your work and guides your community's efforts as you begin the implementation process in Phase Five.*

What is the Community Action Plan?

Communities That Care

It is a comprehensive report that will:

- summarize the results of the Community Assessment Report and the Resources Assessment Report
- present outcomes and selected programs
- describe preliminary implementation and evaluation plans.

Community Planning Training

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Notes

Objective 1: Explain the purposes of the Community Action Plan.

Review the slide.

The Community Action Plan is a comprehensive report describing how your community plans to achieve the desired outcomes for your community's youth. The plan will:

- *summarize the results of the Community Assessment Report and the Resources Assessment Report*

- *present the tested, effective programs, policies and practices you selected to address your community's priority risk and protective factors and fill resource gaps*

- *describe preliminary implementation and evaluation plans that will help guide your community's work in Phase Five.*

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Notes

Steps to completing the Community Action Plan

Communities That Care

1. Identify target audiences and uses.

2. Determine content and format.

3. Determine who will write the plan.

4. Submit draft for Key Leader approval.

5. Distribute to stakeholders.

Objective 1: Explain the purposes of the Community Action Plan.

These are the steps to completing the plan.

Review each item as you click it onto the screen.

1 Consider who will read the plan and how they will use it. In a moment, we'll explore the possible audiences and uses of your community's plan.

2 Gather all the information you have collected and organize it according to how you plan to report on it. You'll need to decide what information to include, and how to effectively present it.

3 Choose people who have the skills and expertise to write the narrative and format the data.

4 Distribute a draft of the plan to Key Leaders and/or the Community Board for final approval before releasing it to the general public. This will enable community leaders to offer suggestions for fine-tuning the plan, and to prepare for the public's response.

5 Distribute the finalized plan in a format appropriate for each target audience. For example, some users may want the full plan, while others will just need an executive summary.

Potential audiences and uses

- To gain approval and support of Key Leaders and Community Board Members
- To engage leaders and members of priority areas and populations
- To raise the general public's awareness of community strengths and challenges
- To show agencies in your community where they fit in the process
- To help the implementation of programs, policies and practices

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Slide 7-8

Notes

Objective 2: Identify potential audiences and uses of the plan.

There may be a variety of people and organizations in your community interested in the Community Action Plan for different reasons. Consider the possible audiences for the plan and how each audience might use the information <u>before</u> writing the plan. That way you can develop a plan that meets the needs of various audiences.

Here are some examples of how the plan might be used by different audiences:

- *The information in the Community Action Plan can help the* Communities That Care *effort by securing support among Key Leaders and Community Board members, and help them prepare for public response.*

- *If your community identified priority areas or populations, the plan can help engage leaders and members of these areas or groups in a positive way.*

- *It can help raise the general public's awareness about resources currently in the community, and the programs, policies and practices you have selected to address your community's priority risk factors.*

- *A variety of agencies in your community may be interested in seeing how they and others will be involved in the* Communities That Care *process as it moves forward.*

- *The plan is key to implementing your programs, policies and practices. It will be used to guide the* Communities That Care *effort through implementation and evaluation in Phase Five.*
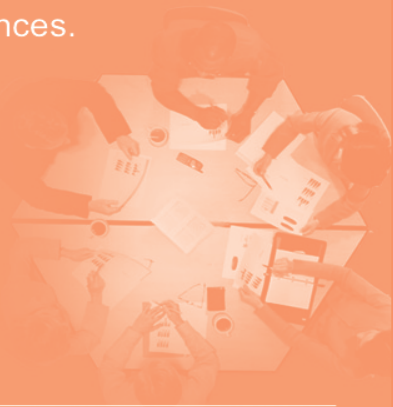
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Notes

Activity:
Audience Analysis

Communities That Care

1. Brainstorm potential audiences.

2. Identify all possible audiences.

3. Fill in the Audience Analysis Worksheet.

4. Present the results.

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Objective 2: Identify potential audiences and uses of the plan.

You also need to consider the key messages you want to convey to your intended audiences. For example, to achieve approval and support of Key Leaders and Community Board members, you may want to send the message that the Communities That Care *process is moving forward and that the information presented is sound. You could do this by highlighting the achievements accomplished in the Community Planning Training, describing the process used to select tested, effective programs, policies and practices, and emphasizing the usefulness of the information to the* Communities That Care *effort.*

The following activity will help you begin to think about the different audiences that will read the plan, and about the messages you want to convey to each.

Activity: Audience Analysis

Time: 25 minutes

Instructions:

1. Have participants brainstorm potential audiences of the Community Action Plan. Make a list on easel paper.

2. Ask participants to break into enough small groups to cover all the potential audiences on their list. Assign an audience to each group.

3. Have the groups fill out the Audience Analysis Worksheet in their guides.

4. After about 15 minutes, ask someone from each group to give a 1-2 minute summary to the larger group.

Audience Analysis Worksheet

Directions

1. Consider the particular needs and interests of the audience assigned to your group. Discuss and answer the questions below as a group.

2. Select a member of your group to give a 1-2 minute summary of your discussion to the larger group.

Audience:_____

How will this audience use the Community Action Plan?
_____
_____
_____
_____

What information in the Community Action Plan will interest this audience most?
_____
_____
_____
_____

What key messages do we want to convey to this audience?
_____
_____
_____
_____

What else do we know about this audience that might affect how they read the plan (time demands, lack of experience with statistics, etc.)?
_____
_____
_____
_____

How can we present the information so that it is most useful to this audience and conveys the key message(s) identified above?
_____
_____
_____
_____

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Notes

Organizing your information

Communities That Care

- Gather all data and worksheets used for collection and analysis.

- Designate a location for worksheets.

- Have copies of the Community Assessment Report and Resources Assessment Report on hand.

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Objective 3: Format and organize the plan.

In the next part of this module, we'll look at ways to organize your information and format the plan. Keep in mind that there's no one right way to prepare a Community Action Plan. You should select content and format based on the particular needs of your intended audiences and the key messages you want to convey. You should also consider any requirements you may have to meet for funders. For example, some funders may want certain information included or highlighted in the plan.

- *The first step in preparing the Community Action Plan is to gather the information you need. The work that you have done throughout this training will be the heart of the plan.*

- *You may want to designate a central location where you can store completed worksheets. This way the information will be organized and accessible when you are ready to begin writing the plan.*

- *You should also have copies of the Community Assessment Report and Resources Assessment Report on hand before you begin writing the plan. This information will help you keep the plan in line with the previous work done in the* Communities That Care *process.*

Location of worksheets

Communities That Care

Worksheets	Location
Strategic Planning Worksheet	Module 2
Existing, Effective Resources Worksheet Implementation Costs Worksheet Resources, Skills and Time Issues Worksheet Social and Political Issues Worksheet	Module 3
Participant Outcomes Worksheet Implementation Outcomes Worksheet	Module 4
Systems-Change Strategies Worksheet	Module 6

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Notes

Objective 3: Format and organize the plan.
Review the slide.

Slide 7-12

Notes

Plan organization

Communities That Care

- Cover page
- Executive summary
- Introduction
- Body
- Conclusions and recommendations
- Appendices

Community Planning Training

Community Action Plan

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Objective 3: Format and organize the plan.
Review the slide.

The exact content and format of the Community Action Plan are up to you. This is a general outline to give you a better idea of how you might present the information. There is an example of a more detailed outline of a Community Action Plan on the next page of your guide.

Review the outline on the next page.

Sample Outline

Anytown County Community Action Plan Outline

I. Executive Summary

II. Introduction

    A. Purpose and use of the plan

    B. Prevention science overview

    C. Description of community involvement

    D. Summary of community planning results

        1. How community-level outcomes were drafted

        2. How programs were selected

        3. How program-level outcomes were drafted

        4. How systems-change strategies were identified

    E. How to use the plan

III. The Community Action Plan

    A. Community profile

        1. Data collection efforts

        2. Prioritization process

        3. Existing resources

        4. Gaps, issues and barriers

        5. Recommendations

    B. Community planning results

        1. Community-level outcomes

        2. Selected programs, policies and practices

        3. Program-level outcomes

        4. Preliminary evaluation plans

        5. Preliminary implementation plans and budgets

IV. Conclusions and recommendations

    A. Summary of key findings

    B. Recommendations for next steps

V. Appendices

    A. Acknowledgments

    B. Supporting information

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Notes

Cover page

Communities That Care

- Title
- Prepared by
- Date
- Sponsoring agency
- Other
  relevant information

Community Action Plan

Anytown County,
USA

Prepared by:

Date:

Community Planning Training   7-13

Objective 3: Format and organize the plan.
Review the slide.

There are a few things to note about the cover page:

- *The title of your plan should clearly reflect the information presented— for example, "Anytown County Community Action Plan."*

- *Listing the names of the people who prepared the plan provides recognition for their efforts. Moreover, it lets readers know who to contact if they have questions about the plan.*

- *The sponsoring or lead agency provides financial and other support to your Communities That Care effort. Including the name of this agency provides recognition for this support and helps link your effort to a community institution.*

- *Listing additional funders, additional community agencies or other people who contributed to the development of the plan gives recognition to those who had supporting roles in the community's efforts.*
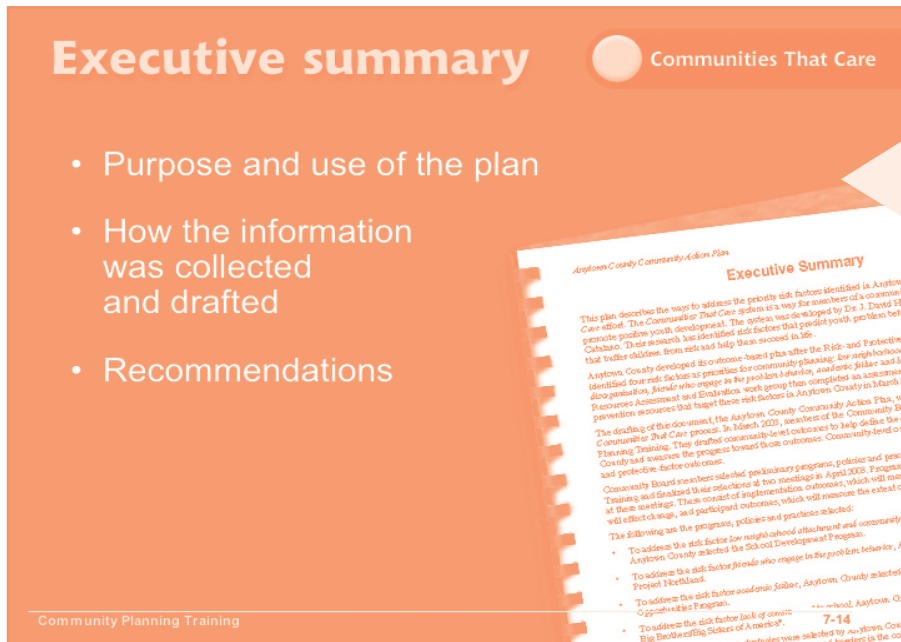
Notes

Objective 3: Format and organize the plan.

*Unfortunately, not everyone will have time to read the entire plan.
The executive summary is a one- to two-page summary that highlights
the key findings and conclusions.*

Review the slide.

There is a sample executive summary on the next page of your guide.

Allow about 5 minutes for participants to review the sample
executive summary.

Sample Executive Summary

Executive Summary

This plan describes the ways to address the priority risk factors identified in Anytown County's *Communities That Care* effort. The *Communities That Care* system is a way for members of a community to work together to promote positive youth development. The system was developed by Dr. J. David Hawkins and Dr. Richard F. Catalano. Their research has identified risk factors that predict youth problem behaviors and protective factors that buffer children from risk and help them succeed in life.

Anytown County developed its outcome-based plan after the Risk- and Protective-Factor Assessment work group identified four risk factors as priorities for community planning: *low neighborhood attachment and community disorganization, friends who engage in the problem behavior, academic failure* and *lack of commitment to school.* The Resources Assessment and Evaluation work group then completed an assessment of the youth-development and prevention resources that target these risk factors in Anytown County in March 2003.

The drafting of this document, the Anytown County Community Action Plan, was the next step in the *Communities That Care* process. In March 2003, members of the Community Board attended the Community Planning Training. They drafted community-level outcomes to help define the desired changes for Anytown County and measure the progress toward those outcomes. Community-level outcomes include behavior and risk- and protective-factor outcomes.

Community Board members selected preliminary programs, policies and practices at the Community Planning Training and finalized their selections at two meetings in April 2003. Program-level outcomes were also finalized at these meetings. These consist of implementation outcomes, which will measure the way in which the programs will effect change, and participant outcomes, which will measure the extent of the desired change.

The following are the programs, policies and practices selected:

- To address the risk factor *low neighborhood attachment and community disorganization*, Anytown County selected the School Development Program.

- To address the risk factor *friends who engage in the problem behavior*, Anytown County selected Project Northland.

- To address the risk factor *academic failure*, Anytown County selected the Quantum Opportunities Program.

- To address the risk factor *lack of commitment to school*, Anytown County selected the program Big Brothers/Big Sisters of America.

The following systems-change strategies were selected by Anytown County to help facilitate the implementation of the selected programs and address gaps, issues and barriers in the community:

- New funding streams will be found to help the expansion of tested, effective resources addressing the priority risk factors *academic failure* and *lack of commitment to school* to Anytown County's vocational schools.

- Anytown County will expand and enhance existing tested, effective resources that address the priority risk factor *friends who engage in the problem behavior* to reach a greater number of youth in Anytown County.

Introduction   Communities That Care

- Purpose and use of the plan
- Prevention science overview
- Description of community involvement
- Summary of community planning results
    —How community-level outcomes were drafted
    —How programs were selected
    —How program-level outcomes were drafted
    —How systems-change strategies were identified
- How to use the plan

Community Planning Training   7-15

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Notes

Objective 3: Format and organize the plan.
Review the slide.

- *It's important to place the plan in the context of the* Communities That Care *process. So your introductory section should include a brief description of the purpose of the plan and how it will be used as part of the larger* Communities That Care *effort.*

- *A prevention science overview will help those who have not been involved in the process get a better sense of where the Community Action Plan fits within the larger* Communities That Care *system.*

- *A description of your community's involvement will help to identify people and organizations that have played key roles in the* Communities That Care *process.*

- *The introduction should include a summary of the community planning results. This should include how you drafted the community-level outcomes, how you selected programs, policies and practices and how you drafted the program-level outcomes that will help you to measure your progress toward reaching your goals. It should also include what systems-change strategies you identified to facilitate successful implementation of your selected programs and address resource gaps, issues and barriers.*

- *The introductory section should also contain any other pertinent information readers should know. For example, you might want to explain how the plan will be used by the participants in Phase Five: Implementing and Evaluating the Community Action Plan.*

Review the sample introduction on the next page.

Sample Introduction

Introduction

Purpose and use of the plan

Anytown County presents its 2003-2007 Community Action Plan. This plan describes the results of the work completed thus far in Anytown County's *Communities That Care* effort. It will describe the changes we want for our community, the programs, policies and practices that will be implemented to address the community's identified priority risk factors, and the outcomes that will measure the progress toward our community's vision.

Anytown County implemented the *Communities That Care* process to help achieve the community's vision that all young people in Anytown County grow up supported and nurtured by their families, schools and community, and become healthy adults who contribute positively to society.

Prevention science overview

In the spring of 2002, Anytown County began implementing *Communities That Care* system. The *Communities That Care* system helps community members work together to efficiently and effectively promote positive youth development. The system was developed by Dr. J. David Hawkins and Dr. Richard F. Catalano of the Social Development Research Group at the University of Washington, Seattle. It is based on their research, which has identified risk factors that predict youth problem behaviors and protective factors that buffer children from risk and help them succeed in life.

Community involvement

The Anytown County Community Board is comprised of community members from public and private institutions including local government, education, health, law enforcement, local business and private social services.

Key Leaders who have been involved in the *Communities That Care* process for Anytown County include the Anytown County Director of Human Resources; the Anytown County Assistant Director of Prevention; the Director of Anytown County Hospital; the Anytown County Sheriff; and the School Superintendent of the districts that serve youth in Anytown County.

There have been several organizations that have helped with the development of the *Communities That Care* process in Anytown County. The Anytown County Substance Control Coalition has donated resources for the programs that will be implemented; the Anytown County Hospital has provided the facilities for many of the *Communities That Care* training sessions; and the Keep Anytown Clean partnership has taken an active role in the planning process.

The community plan

A key goal of the *Communities That Care* process is to develop a Community Action Plan that builds on the data-based assessment of a community's priorities, strengths and resources. This plan focuses on the priority risk factors and draws on community resources and strengths. It also addresses resource gaps, issues and barriers by recommending new tested, effective programs or systems-change strategies.

The Anytown County plan accomplishes this goal by identifying specific desired outcomes for each selected program, policy or practice; for the priority risk and protective factors on which the plan is focused; and for adolescent problem behaviors. It describes how each selected program, policy and practice will work to bring about desired changes in Anytown County's youth and presents preliminary recommendations for how these programs will be implemented in the community. Finally, it discusses systems-change strategies that will help with implementation.

Sample Introduction cont'd

Anytown County Community Action Plan *June 2003*

How the information was collected and drafted

Anytown County developed its outcome-based plan after the Risk- and Protective-Factor Assessment work group identified four risk factors as priorities for community planning: *low neighborhood attachment and community disorganization, friends who engage in the problem behavior, academic failure* and *lack of commitment to school*.

Anytown County first drafted community-level outcomes, which consist of behavior and risk- and protective-factor outcomes. Community Board members drafted these outcomes at the Community Planning Training and at two subsequent meetings in April 2003. Program selection also took place in April, with the Anytown County Community Board members selecting four programs to address the identified priority risk and protective factors.

Work was next focused on drafting program-level outcomes, which consist of implementation and participant outcomes. Implementation outcomes describe the way in which the programs effect change; participant outcomes describe the desired changes in knowledge, attitudes, skills or behaviors that the program will produce for participants. Community Board members drafted preliminary outcomes at the Community Planning Training and further refined these drafts at two subsequent meetings in April 2003.

Anytown County next discussed systems-change strategies at two meetings in May 2003. Preliminary systems-change strategies drafted in the Community Planning Training were evaluated and redrafted at these meetings by members of the Community Board, the Resources and Assessment Evaluation work group, various community resource agencies and law enforcement officials. The systems-change strategies were selected to address the findings of the assessment completed by the Resources and Assessment Evaluation work group in March 2003.

Various members of the Community Board drafted the plan in May 2003, presenting their finished work in June 2003.

How to use the plan

The Community Action Plan is intended to help guide participants at the Community Plan Implementation Training to develop implementation, evaluation and budgeting plans for the selected programs, policies and practices. Participants developing these plans should use this plan to develop:

- funding strategies by tying funding plans to outcomes and reevaluating funding priorities as outcomes are monitored

- implementation plans for the programs identified in the plan

- evaluation plans for programs by first monitoring the short-term program-level outcomes and then longer-term community-level outcomes.

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Notes

Community profile

Communities That Care

• Community Assessment Report
 —data collection efforts
 —priority risk factors and prioritization process
• Resources Assessment Report
 —existing resources in the community
 —gaps, issues and barriers
 —recommendations

Community Planning Training   7-16

Objective 3: Format and organize the plan.

Your Community Action Plan should provide a brief section on the assessment that was the foundation of the work described in the plan. Knowing what information the Community Assessment Report and Resources Assessment Report provided can help participants better understand the decisions that are included in the plan.

For your summary of the results from the Community Assessment Report, you should cover:

• *data collection efforts*

• *priority risk factors and prioritization process.*

For your summary of the results from the Resources Assessment Report, you should cover:

• *existing resources in the community*

• *gaps, issues and barriers*

• *recommendations made in the report.*

Review the sample on the next page.

Sample Page from the Community Profile

Community Profile

Data collection efforts

The Risk- and Protective-Factor Assessment work group collected and analyzed data on Anytown County. Then, with input from the community, they identified priority risk factors to address, as well as community strengths to build on. The Community Assessment Report details the results of this work.

The assessment was completed using the *Communities That Care Youth Survey* and archival data. The *Communities That Care Youth Survey* was administered to students in grades 6-12 in all schools in Anytown County in May of 2002. To get the most complete picture of our community, the Risk- and Protective-Factor Assessment work group also collected archival data from public records to measure risk factors and problem behaviors not covered by the survey.

Prioritization process

Based on the analysis of the data and input from the community, the following risk factors were identified as priorities for community attention:

- *Low Neighborhood Attachment and Community Disorganization*
- *Friends Who Engage in the Problem Behavior*
- *Academic Failure*
- *Lack of Commitment to School.*

These risk factors were selected as priorities for prevention action primarily because data indicated that they are significantly elevated throughout Anytown County.

Existing resources

Based on the assessment information, the Resources Assessment and Evaluation work group reported that:

- There are tested, effective resources in Anytown County working to address the priority risk factors *academic failure* and *lack of commitment to school.*
- There are several resources in Anytown County that address the risk factor *friends who engage in the problem behavior.*

Gaps, issues and barriers

The work group also reported that:

- Most tested, effective resources addressing the priority risk factors *academic failure* and *lack of commitment to school* do not reach students who attend vocational schools.
- Some resources addressing the risk factor *friends who engage in the problem behavior* have not been evaluated for evidence of effectiveness. Many of the tested, effective resources are unavailable or inaccessible to youth in the rural areas. Furthermore, tested, effective resources fail to serve Spanish-speaking youth.

Recommendations

Based on the results of the community assessment, the work group recommended that:

- Tested, effective resources addressing *academic failure* and *lack of commitment to school* be expanded to Anytown County's vocational schools, or that new tested, effective programs, policies or practices be implemented to fill this gap.
- Board members develop plans to supplement untested resources with tested, effective programs, policies and practices. Furthermore, board members should consider ways to expand or enhance the existing tested, effective resources to reach a greater number of Anytown County's youth.
- The Community Action Plan include proposals to implement tested, effective programs to address the priority risk factor *low neighborhood attachment and community disorganization*. There are no tested, effective resources currently addressing this risk factor.

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Notes

Community planning results

Communities That Care

- Community-level outcomes

- Selected programs, policies and practices

- Program-level outcomes

- Possible systems-change strategies

- Preliminary evaluation plans

- Preliminary implementation plans and budgets

Community Planning Training   7-17

Objective 3: Format and organize the plan.

During the earlier modules of the Community Planning Training you learned how to write community-level outcomes, select programs, policies and practices and write program-level outcomes. You also identified ways to help prepare for the implementation of programs in Phase Five.

In this section of your plan, you will identify:

- *your community-level outcomes, including behavior, risk- and protective-factor outcomes*

- *your selected programs, policies and practices*

- *your program-level outcomes, including participant and implementation outcomes*

- *possible systems-change strategies*

- *preliminary evaluation plans*

- *preliminary implementation plans and budgets.*

The following example shows just one possible way of arranging this section. You will need to determine the best way to present the information for your intended audiences.

Also, the example lists four identified priority risk factors, but only one is addressed here. When doing an actual Community Action Plan, you will address all priority risk factors in the same manner.

Sample Page from the Body of a Plan

Community Planning Results

Community-level outcomes

Anytown County developed outcomes for the following identified risk factors:

- *Low neighborhood attachment and community disorganization*
- *Friends who engage in the problem behavior*
- *Academic failure*
- *Lack of commitment to school*

Risk factor: Lack of commitment to school

Behavior outcomes are meant to identify the changes that need to be made in behaviors to reach the Anytown County community vision. The outcomes will help measure changes in the problem behavior of delinquency. The following behavior outcomes were drafted to help identify the changes that need to be made:

- To decrease school delinquency as measured by 7th- through 12th-grade students reporting getting suspended in the past year on the *Communities That Care Youth Survey* from the current baseline of 11.3% to 9% by 2007.

- To decrease school delinquency as measured by 7th- through 12th-grade students reporting being drunk or high at school in the past year on the *Communities That Care Youth Survey* from the current baseline of 15.8% to 10% by 2007.

Risk-factor outcomes are meant to identify the changes Anytown County needs to make in its priority risk factors to achieve the previously described behavior changes. The following risk-factor outcome was developed to describe this desired change:

- To decrease *lack of commitment to school* as measured by 7th- through 12th-grade students reporting a lack of commitment to school on the *Communities That Care Youth Survey* from a current baseline risk-factor scale score of 55 to below the normative database score of 50 by 2007.

Protective-factor outcomes specify the desired changes Anytown County wants to make in protective factors, based on the community assessment. The following protective-factor outcome was drafted for the protective factor *school rewards for prosocial involvement*:

- To increase *school rewards for prosocial involvement* as measured by 7th- through 12th-grade students reporting school rewards for prosocial involvement on the *Communities That Care Youth Survey* from the current baseline protective-factor scale score of 41 to the normative database score of 50 by 2007.

Selected programs, policies and practices

To address the risk factor *lack of commitment to school*, Anytown County selected the program Big Brothers/Big Sisters of America. Several factors made this selection sensible:

- risk factors addressed by the program
- costs
- resources included with the program
- current tested, effective resources in Anytown County that will facilitate implementation of the program.

Community Planning Results (cont'd)

Selected programs, policies and practices (cont'd)

Big Brothers/Big Sisters of America is a structured mentoring program typically targeting youth ages 6 to 18 from single-parent homes. The core of the program is the matching of a mentor and youth for one-on-one interaction. Mentoring takes place three to five hours a week over the course of a year or longer. Specific goals and activities are defined at the beginning of each relationship with the assistance of a case manager.

There is a rigorous screening process for volunteers who wish to become mentors. This process includes a written application, a background check, an extensive interview and an extensive home assessment. Youth assessment includes a written application, interviews with the youth and parent/guardian, and a home assessment. The assessment process helps to ensure the creation of a mutually satisfying relationship between mentor and youth.

Program-level outcomes

The following participant outcomes were drafted for the Big Brothers/Big Sisters of America program:

- Significantly improve youth's academic achievement in the first year as measured by first and fourth quarter grades.

- Significantly decrease youth's initiation of alcohol, tobacco and other drug use as measured by pre- and post-test surveys of participating youth.

The following implementation outcome was drafted for the Big Brothers/Big Sisters of America program:

- Trusted mentors will spend, over a one year period, three to five hours a week engaging in one-on-one activities to be determined by a case manager on a case-by-case basis to 34 Anytown County youth.

Preliminary evaluation plans

Evaluation of the Big Brothers/Big Sisters of America program will be used to report the program's achievements to Anytown County's community members and funders. Implementation outcomes will be measured by the Big Brothers/Big Sisters of America case manager who will record attendance, hours logged and activities to ensure program implementation fidelity.

Participant outcomes will be evaluated using pre- and post-testing of identified behaviors. A pre-test will be administered before program implementation, then three months and one year after the completion of the program. Data collection and statistical analysis will be conducted by an outside evaluator from Anytown County University. Evaluation costs will be determined by the Funding work group at a later date.

Preliminary implementation plans and budgets

Big Brothers/Big Sisters of America will begin in September 2003 in all area school districts in Anytown County. The Big Brothers/Big Sisters of America case manager will determine the scheduling of mentoring sessions.

Preliminary implementation costs for Big Brothers/Big Sisters of America were worked out in May 2003 by the Anytown County Treasury Office, which concluded that program implementation would total $34,000 for the first year ($1,000 for making and supporting a match for each of the 34 youth in Anytown County who have been identified for this program).
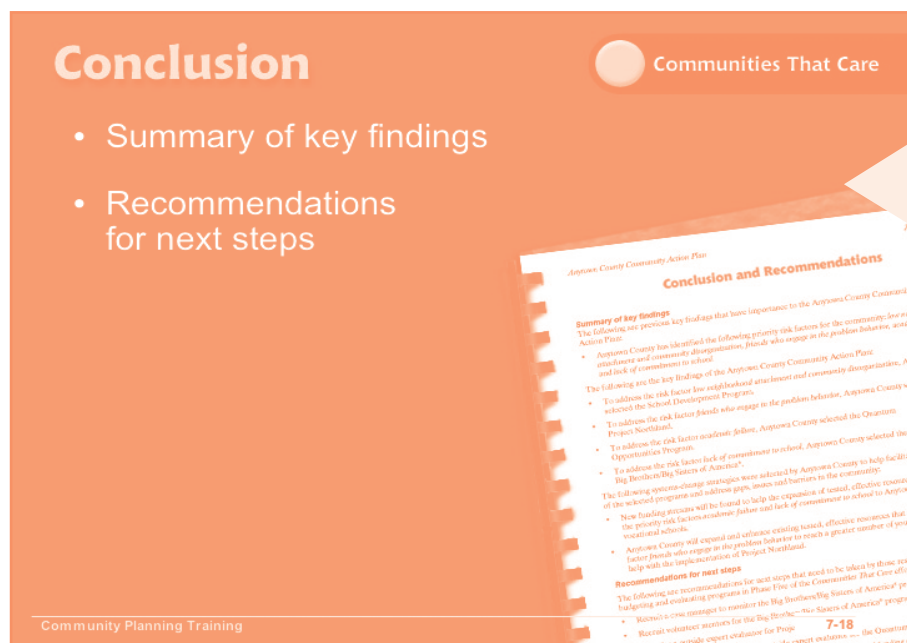
Conclusion

Communities That Care

- Summary of key findings

- Recommendations for next steps

Slide 7-18

Community Planning Training   7-18
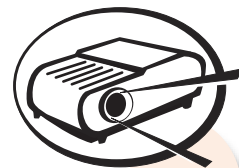
Objective 3: Format and organize the plan.

Review the slide.

The conclusion of your plan should summarize the key findings, as well as make recommendations for the next steps in the Communities That Care *process. For example, the conclusion might include recommendations for measures that can be taken to ensure implementation fidelity for those working on program implementation in Phase Five.*

Let's take a look at the sample conclusion on the next page of your guide.

Allow participants a few minutes to review the sample conclusion.

Are there any questions about the information the Community Action Plan should include?

Sample Conclusion

Conclusion and Recommendations

Summary of key findings

The following are previous key findings that have importance to the Anytown County Community Action Plan:

- Anytown County has identified the following priority risk factors for the community: *low neighborhood attachment and community disorganization, friends who engage in the problem behavior, academic failure* and *lack of commitment to school.*

The following are the key findings of the Anytown County Community Action Plan:

- To address the risk factor *low neighborhood attachment and community disorganization*, Anytown County selected the School Development Program.

- To address the risk factor *friends who engage in the problem behavior*, Anytown County selected Project Northland.

- To address the risk factor *academic failure*, Anytown County selected the Quantum Opportunities Program.

- To address the risk factor *lack of commitment to school*, Anytown County selected the program Big Brothers/Big Sisters of America.

The following systems-change strategies were selected by Anytown County to help facilitate the implementation of the selected programs and address gaps, issues and barriers in the community:

- New funding streams will be found to help the expansion of tested, effective resources addressing the priority risk factors *academic failure* and *lack of commitment to school* to Anytown County's vocational schools.

- Anytown County will expand and enhance existing tested, effective resources that address the priority risk factor *friends who engage in the problem behavior* to reach a greater number of youth in Anytown County and help with the implementation of Project Northland.

Recommendations for next steps

The following are recommendations for next steps that need to be taken by those responsible for implementing, budgeting and evaluating programs in Phase Five of the *Communities That Care* effort:

- Recruit a case manager to monitor the Big Brothers/Big Sisters of America program.

- Recruit volunteer mentors for the Big Brothers/Big Sisters of America program.

- Recruit an outside expert evaluator for Project Northland.

- Further investigate the need for an outside expert evaluator for the Quantum Opportunities Program.

- Identify future sources of funding, including local, state and federal funding streams and local, state and federal grants.

- Schedule program trainings for community staff who will be administering the School Development Program and Project Northland.
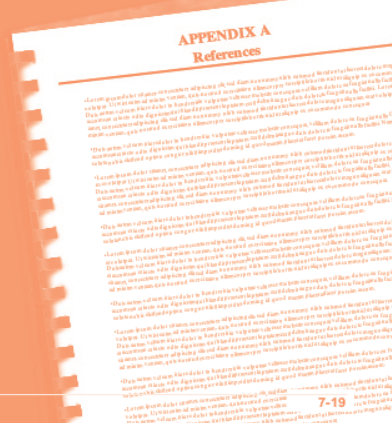
Slide 7-19

Notes

Objective 3: Format and organize the plan.

Review the slide.

Appendices include supplemental information that may be useful to some readers. For example, appendices might include acknowledgments of those who helped complete the Community Action Plan, supporting information, a glossary of special terms or other relevant background information that doesn't belong in the plan itself.

Does anyone have any questions about organizing a Community Action Plan?

If you brought copies of plans prepared by other communities, distribute them among the tables. Ask participants to comment on what they like about the plans, and what could be handled differently to meet the needs of their intended audiences. (Be sure to check with communities ahead of time to ensure that they have no objections to your using their plans in this way.)

Slide 7-20

Notes

Distributing the plan

Communities That Care

Audience	Use	Format
Key Leaders	Approval and buy-in	Executive summary
General public	Awareness	Press release/press conference (highlights)
Community Board	Community Implementation Planning Training	Detailed information
Service providers	Implementation and evaluation, funding and grant proposals	Detailed information

Community Planning Training   7-20

Objective 4: Distribute the plan to target audiences.

Once the plan is complete, you need to decide how you will distribute it to the target audiences you identified earlier. When deciding the best way to communicate with different stakeholders in the community about the plan, it's important to keep in mind the different interests of audience members and how they will use the information. For example:

- *You need the approval and support of Key Leaders to keep the* Communities That Care *process moving forward. At the same time, they may not need or have time to read the full final plan. They may be most interested in the executive summary.*

- *Most community members won't be interested in reading the entire plan—nor is it practical to provide it to them. Remember, your main goal for this group is to raise awareness about the* Communities That Care *process, the community-level and program-level outcomes that you hope to achieve, and the programs, policies and practices you will be implementing in the community. This may be best achieved through news articles and other public relations techniques.*

- *Board members who attend the Community Planning Implementation Training will use the information to help implement and evaluate programs.*

- *Service providers will need the full plan to demonstrate need in grant proposals.*

Educating the community

Communities That Care

Key Leaders
- Executive summary
- Briefing

Community members
- Media relations
- Community forums

Service providers and other agencies
- Community forums

Community Action Plan

Anytown County, USA

Prepared by:

Date:

Community Planning Training

7-21

Slide 7-21

Notes

Objective 4: Distribute the plan to target audiences.

Communicating the results of the Community Action Plan to Key Leaders and the broader community is critical to securing support for the next steps in the Communities That Care *process. Here are some ideas:*

- *Before the plan is released to the public, brief Key Leaders on the plan. Hold a meeting with Key Leaders to present the results and identify any potential "hot buttons" that may arise as a result of your plan and be prepared in advance for addressing these.*

- *When the plan is ready to be released to the general public, enlist your Champion and/or Key Leaders experienced in working with the media to assist with a press release and press conference. Be sure to highlight tested, effective resources that are presently serving your community, as well as the additional programs, policies and practices that will be implemented.*

- *The more community members understand the* Communities That Care *process, the more support you will have for implementing the Community Action Plan. Community forums are one way to educate and update the community about the* Communities That Care *process and share the results.*

- *A community forum can also be useful for a Community Board member to communicate the results of the Community Action Plan to service providers and other agencies. These groups may have concerns about the reallocation of funds for new tested, effective programs that address community priorities. Emphasizing the purpose of the changes and pointing out that agency staff may be needed to help with implementation are ways to help address these concerns.*

Slide 7-22

Notes

Creating a work plan ● Communities That Care

- Determine target audience.

- Determine the content and format.

- Prepare the plan.

- Present results to Key Leaders.

- Distribute the plan to other target audiences.

- Plan media relations and community events.

Community Planning Training   7-22

Objective 4: Distribute the plan to target audiences.

Review the key tasks outlined on the slide and ask participants to brainstorm any other necessary actions to include in the plan.

As a group, take about 10 minutes to create a work plan for the preparation and distribution of the Community Action Plan. Record the work on an easel sheet, using the format of the worksheet on the following page. Participants can record information on the Work Plan worksheet in their guides.

Work Plan

Action	By when?	By whom?
Confirm target audiences and uses of the plan.		
Determine the content and format of the plan.		
Prepare the plan.		
Present results to Key Leaders.		
Distribute the plan to other target audiences.		
Plan media relations and community events.		

Slide 7-23

Notes

Phase Four:
Creating a Community Action Plan

Communities That Care

Community Planning Training Day Two: Program Planning

Module 5 Understanding Program-Level Evaluation

Milestone: Develop an evaluation plan

Module 6 Identifying Systems-Change Strategies

Milestone: Develop implementation plans for each program, policy
or practice selected

Module 7 Drafting a Community Action Plan

Milestone: Develop a written Community Action Plan

Module 8 Next Steps

Milestone: The community is ready to move to Phase Five:
Implementing and Evaluating the Community Action Plan

NEXT UP

Community Planning Training 7-23

Let participants know that in the next module you will wrap up the
Community Planning Training and identify next steps.